

**Los Angeles County
Board of Supervisors**

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John F. Schunhoff, Ph.D.
Interim Director

Gail V. Anderson, Jr., M.D.
Interim Chief Medical Officer

April 27, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #34 (Agenda Item #S-1,
April 27, 2010)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of March 2010 and represents trending for eighteen months post-move.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of March was 586 out of 671 licensed beds, an estimated 85% utilization rate (87% occupancy). The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for March 2010.

Emergency Department (ED) Indicators

Key indicators in Attachment #1 continue to fluctuate up and down, however, they demonstrate relative stability with no specific outliers or areas of significant concern. Staff continue to work on patient flow initiatives in the ED as well as on various initiatives in the inpatient setting including, but not limited to, analysis of discharge processes and implementation of associated strategies as a part of the Department's system wide strategic planning efforts.

Transfers Out and Average Length of Stay (ALOS)

The number of transfers out to Rancho and other hospitals was 181 during this period, the highest monthly volume since the move. Transfers to other hospitals include Medi-Cal patients to a variety of accepting private hospitals as well as transfers of indigent patients to Silver Lake Medical Center per a Board approved agreement in November 2009.

A major factor influencing the stability of key indicators is the maintenance of ALOS at or below the target of 5.5 days/patient. In March 2010, the ALOS decreased to a low of 5.3, the lowest level post-move.

Staffing Model Update

On December 22, 2009, I provided your Board with requested information on the zero-based staffing model developed by a consultant, Affiliated Computer Services (ACS), prior to the

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

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move to the new facility. This ACS staffing model matrix used comparisons to the same services in other hospitals nationally and provided varying percentiles of staffing to be achieved to maximize efficiency and reduce staffing costs. The 25th percentile is descriptive of the most efficient, lean organization while the 75th percent level is reflective of an inefficient, overly staffed organization. The target percentile may be different in each service or functional area to which it is applied; however, the 50th percentile is considered "average".

With stabilization of services and processes in the new facility, the Department is providing a follow-up report in 90 days on application of the model to various services, starting with all Laboratory Services. The analysis of these services involved detailing the various laboratory workload units, staffing resources and outlier functions. The Laboratory Service, as a whole, is at approximately the 33rd percentile. LAC+USC senior management will use the results, in conjunction with other information, to evaluate the appropriateness of requests to hire additional laboratory staff, including registry personnel, and to approve use of overtime. For this service, any request to add FTEs for a functional area at or above the 50th percentile will be critically reviewed and denied unless properly justified on a case-by-case basis.

LAC+USC has begun applying and updating the zero-based staffing model for Physical Therapy, Occupational Therapy, Speech Pathology, and Audiology services. LAC+USC is projected to complete the analysis of these areas in 60 days.

If you have any questions or need additional information please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

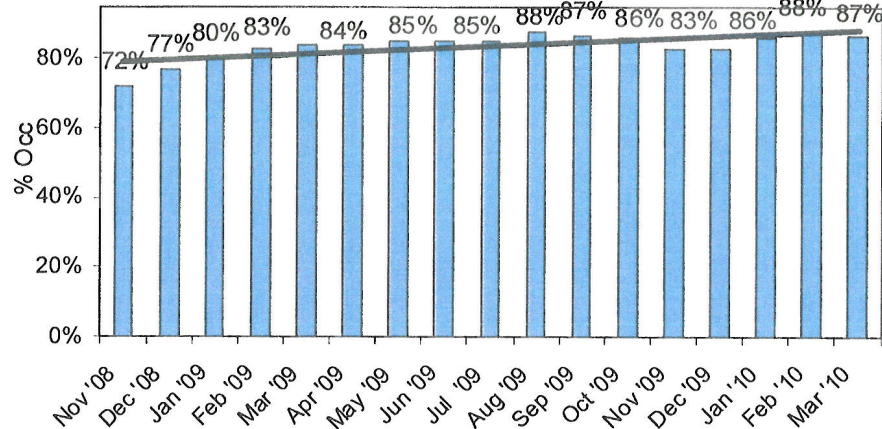
Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period - March 2010

Indicator	Definition	Data	Comments																																																										
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																													
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>623</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>605</td></tr><tr><td>Jun '07</td><td>583</td></tr><tr><td>Jul '07</td><td>611</td></tr><tr><td>Aug '07</td><td>578</td></tr><tr><td>Sep '07</td><td>596</td></tr><tr><td>Oct '07</td><td>491</td></tr><tr><td>Nov '07</td><td>525</td></tr><tr><td>Dec '07</td><td>551</td></tr><tr><td>Jan '08</td><td>563</td></tr><tr><td>Feb '08</td><td>572</td></tr><tr><td>Mar '08</td><td>577</td></tr><tr><td>Apr '08</td><td>572</td></tr><tr><td>May '08</td><td>573</td></tr><tr><td>Jun '08</td><td>592</td></tr><tr><td>Jul '08</td><td>589</td></tr><tr><td>Aug '08</td><td>581</td></tr><tr><td>Sep '08</td><td>567</td></tr><tr><td>Oct '08</td><td>559</td></tr><tr><td>Nov '08</td><td>578</td></tr><tr><td>Dec '08</td><td>592</td></tr><tr><td>Jan '09</td><td>586</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	605	Jun '07	583	Jul '07	611	Aug '07	578	Sep '07	596	Oct '07	491	Nov '07	525	Dec '07	551	Jan '08	563	Feb '08	572	Mar '08	577	Apr '08	572	May '08	573	Jun '08	592	Jul '08	589	Aug '08	581	Sep '08	567	Oct '08	559	Nov '08	578	Dec '08	592	Jan '09	586	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = $\text{Med Center Census} - \text{Newborns} / 600$</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>Occupancy Rate (%)</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>88%</td></tr><tr><td>Jul '09</td><td>87%</td></tr><tr><td>Aug '09</td><td>86%</td></tr><tr><td>Sep '09</td><td>83%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>88%</td></tr><tr><td>Dec '09</td><td>87%</td></tr><tr><td>Jan '10</td><td>86%</td></tr><tr><td>Feb '10</td><td>88%</td></tr><tr><td>Mar '10</td><td>87%</td></tr></tbody></table>	Month	Occupancy Rate (%)	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	88%	Jul '09	87%	Aug '09	86%	Sep '09	83%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	86%	Feb '10	88%	Mar '10	87%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2a. Median Emergency Department Boarding Time (EDBT) <			

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		<div><p>Median Boarding Time (Adult)*</p><table><thead><tr><th>Month</th><th>Time (hrs:min)</th></tr></thead><tbody><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Nov '06</td><td>5:21</td></tr><tr><td>Dec '06</td><td>3:37</td></tr><tr><td>Jan '07</td><td>3:43</td></tr><tr><td>Feb '07</td><td>3:37</td></tr><tr><td>Mar '07</td><td>3:43</td></tr><tr><td>Apr '07</td><td>5:00</td></tr><tr><td>May '07</td><td>3:44</td></tr><tr><td>Jun '07</td><td>4:40</td></tr><tr><td>Jul '07</td><td>5:00</td></tr><tr><td>Aug '07</td><td>4:25</td></tr><tr><td>Sep '07</td><td>3:45</td></tr><tr><td>Oct '07</td><td>3:09</td></tr><tr><td>Nov '07</td><td>3:40</td></tr><tr><td>Dec '07</td><td>3:40</td></tr><tr><td>Jan '08</td><td>4:46</td></tr><tr><td>Feb '08</td><td>4:26</td></tr><tr><td>Mar '08</td><td>3:21</td></tr><tr><td>Apr '08</td><td>3:21</td></tr><tr><td>May '08</td><td>2:43</td></tr><tr><td>Jun '08</td><td>2:43</td></tr><tr><td>Jul '08</td><td>4:00</td></tr><tr><td>Aug '08</td><td>2:34</td></tr><tr><td>Sep '08</td><td>2:35</td></tr><tr><td>Oct '08</td><td>4:42</td></tr><tr><td>Nov '08</td><td>4:58</td></tr><tr><td>Dec '08</td><td>5:18</td></tr><tr><td>Jan '09</td><td>5:22</td></tr><tr><td>Feb '09</td><td>5:22</td></tr><tr><td>Mar '09</td><td>6:06</td></tr><tr><td>Apr '09</td><td>7:43</td></tr><tr><td>May '09</td><td>4:34</td></tr><tr><td>Jun '09</td><td>3:54</td></tr><tr><td>Jul '09</td><td>5:00</td></tr><tr><td>Aug '09</td><td>5:37</td></tr><tr><td>Sep '09</td><td>5:13</td></tr><tr><td>Oct '09</td><td>5:37</td></tr><tr><td>Nov '09</td><td>4:36</td></tr><tr><td>Dec '09</td><td>4:02</td></tr><tr><td>Jan '10</td><td>4:02</td></tr><tr><td>Feb '10</td><td>5:55</td></tr><tr><td>Mar '10</td><td>5:30</td></tr></tbody></table></div> <p>Mar '10 data is Preliminary data</p>	Month	Time (hrs:min)	Oct '06	4:34	Nov '06	5:21	Dec '06	3:37	Jan '07	3:43	Feb '07	3:37	Mar '07	3:43	Apr '07	5:00	May '07	3:44	Jun '07	4:40	Jul '07	5:00	Aug '07	4:25	Sep '07	3:45	Oct '07	3:09	Nov '07	3:40	Dec '07	3:40	Jan '08	4:46	Feb '08	4:26	Mar '08	3:21	Apr '08	3:21	May '08	2:43	Jun '08	2:43	Jul '08	4:00	Aug '08	2:34	Sep '08	2:35	Oct '08	4:42	Nov '08	4:58	Dec '08	5:18	Jan '09	5:22	Feb '09	5:22	Mar '09	6:06	Apr '09	7:43	May '09	4:34	Jun '09	3:54	Jul '09	5:00	Aug '09	5:37	Sep '09	5:13	Oct '09	5:37	Nov '09	4:36	Dec '09	4:02	Jan '10	4:02	Feb '10	5:55	Mar '10	5:30	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Mar '10 data is Preliminary data</p>	

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Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Mar '10 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>32</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>54</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	54	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p>The chart displays the percentage distribution of crowding levels over time. The 'New Facility Surge Plan Suspended' period (12/08 to 7/09) shows a significant peak in 'Dangerously OC' (dark grey) in April 2009, reaching approximately 58%. The 'New Facility Surge Plan Operational' period (8/09 to 3/10) shows a peak in 'OverCrowded' (yellow) in September 2009, reaching approximately 54%. The 'Not Busy' (green) category is not visible in the chart.</p> <p style="text-align: center;"> Dangerously OC Severely OC OverCrowded Extremely Busy Busy Not Busy </p>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</p>	<u>Month of Mar '10</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	71	NA	-
		# Referred to RLAH	54	30	84
		# Transfers	33	30	63
		# Denied	21	NA	-
		# Cancelled	17*	NA	-
		# Patients refused*	12	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	58	NA	-		
# Referred to RLAH	46	6	52		
# Transfers	24	6	30		
# Denied	22	NA	-		
# Cancelled	12*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

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Indicator	Definition	Data	Comments																																																																																																												
		<div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>22</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>28</td><td>24</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>54</td><td>14</td></tr><tr><td>Aug '09</td><td>59</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr><tr><td>Oct '09</td><td>52</td><td>25</td></tr><tr><td>Nov '09</td><td>39</td><td>25</td></tr><tr><td>Dec '09</td><td>50</td><td>20</td></tr><tr><td>Jan '10</td><td>48</td><td>18</td></tr><tr><td>Feb '10</td><td>52</td><td>20</td></tr><tr><td>Mar '10</td><td>33</td><td>24</td></tr></tbody></table></div> <div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>61</td><td>111</td></tr><tr><td>Jan '10</td><td>52</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr><tr><td>Mar '10</td><td>88</td><td>93</td></tr></tbody></table></div> <p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	May '09	28	24	Jun '09	27	27	Jul '09	54	14	Aug '09	59	24	Sep '09	49	26	Oct '09	52	25	Nov '09	39	25	Dec '09	50	20	Jan '10	48	18	Feb '10	52	20	Mar '10	33	24	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	61	111	Jan '10	52	90	Feb '10	68	101	Mar '10	88	93	
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Indicator #5 – Harris Rodde Indicators																																																																	
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p> <div><p>ALOS</p><table><caption>Actual ALOS Data (from graph)</caption><thead><tr><th>Month</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td></tr><tr><td>Dec '06</td><td>6.4</td></tr><tr><td>Feb '07</td><td>5.6</td></tr><tr><td>Apr '07</td><td>5.1</td></tr><tr><td>June '07</td><td>5.3</td></tr><tr><td>Aug '07</td><td>5.6</td></tr><tr><td>Oct '07</td><td>5.5</td></tr><tr><td>Dec '07</td><td>5.3</td></tr><tr><td>Feb '08</td><td>5.2</td></tr><tr><td>Apr '08</td><td>5.2</td></tr><tr><td>Jun '08</td><td>5.1</td></tr><tr><td>Aug '08</td><td>4.7</td></tr><tr><td>Oct '08</td><td>5.3</td></tr><tr><td>Dec '08</td><td>5.7</td></tr><tr><td>Feb '09</td><td>5.7</td></tr><tr><td>Apr '09</td><td>5.8</td></tr><tr><td>June '09</td><td>5.8</td></tr><tr><td>Aug '09</td><td>5.5</td></tr><tr><td>Oct '09</td><td>5.6</td></tr><tr><td>Dec '09</td><td>6.0</td></tr><tr><td>Feb '10</td><td>5.7</td></tr><tr><td>Apr '10</td><td>6.0</td></tr><tr><td>June '10</td><td>5.9</td></tr><tr><td>Aug '10</td><td>5.8</td></tr><tr><td>Oct '10</td><td>6.2</td></tr><tr><td>Dec '10</td><td>6.1</td></tr><tr><td>Feb '11</td><td>5.8</td></tr><tr><td>Apr '11</td><td>5.6</td></tr><tr><td>June '11</td><td>5.4</td></tr><tr><td>Aug '11</td><td>5.3</td></tr></tbody></table></div>	Month	Actual ALOS	Oct '06	6.5	Dec '06	6.4	Feb '07	5.6	Apr '07	5.1	June '07	5.3	Aug '07	5.6	Oct '07	5.5	Dec '07	5.3	Feb '08	5.2	Apr '08	5.2	Jun '08	5.1	Aug '08	4.7	Oct '08	5.3	Dec '08	5.7	Feb '09	5.7	Apr '09	5.8	June '09	5.8	Aug '09	5.5	Oct '09	5.6	Dec '09	6.0	Feb '10	5.7	Apr '10	6.0	June '10	5.9	Aug '10	5.8	Oct '10	6.2	Dec '10	6.1	Feb '11	5.8	Apr '11	5.6	June '11	5.4	Aug '11	5.3	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>
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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity						
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
Mar -10	65%	68%	60%	75%			